



January 8, 2002

Renata Hesse  
Trial Attorney  
Department of Justice Antitrust Division  
601 D Street NW, Suite 1200  
Washington, DC 20530-0001

Dear Ms Hesse:

This letter is to urge settlement of the Microsoft case as soon as possible.

I am the president and sole stockholder of this company. I founded this business 24 years ago and have been somewhat successful. However, the Microsoft/DOJ battle has hurt my business. I'm not taking sides but I can assure you that prompt settlement will allow that portion of our business to improve.

The event of Sept 11 has further deteriorated business. I am convinced that putting the Microsoft case behind us will allow full attention to be devoted to the business at hand.

My business has prospered under technical leadership and unification of standards provided by Microsoft. Let us get on with business by settling now.

Sincerely,

A handwritten signature in cursive script, appearing to read "Charlott A. Ladd".

Charlott A. Ladd  
President

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